

FULL REPORTS
OF
PANELS A THROUGH H

7 December 1971

MEMORANDUM FOR: CIA Records Management Staff

SUBJECT : Fifth Annual Conference Records Management

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1. The 5th Annual Conference for Records Management was held at the [REDACTED] on 2 & 3 December 1971. The conference was changed from previous years from one of speakers who discussed various topics with a brief question and answer period at the conclusion of each presentation to one of more direct involvement and participation. In order to accomplish this the Agency's Senior Records Board decided that the conference should be patterned after the recently concluded Support Conference and divided the conference participants into 9 panels of approximately 10 people each. Each panel was comprised of members drawn from each directorate to get a cross fertilization of ideas and help us have a better understanding of each others problems. The panels were chaired by individuals experienced in solving records problems. In keeping with the theme of the conference, Conquest of Space, we were given two major topics on which to focus our attention:

a. How to keep the net annual growth of each Directorate's Records Center volume below 1,000 cubic feet per year?

b. How to develop Records Retention Plans and identify "Offices of Record" in Directorate? 25X1A

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2. Prior to attending the conference at [REDACTED] Panel "A" held three mini conference sessions at the headquarters building. There was general agreement that the component RMO could take some positive steps or actions to assist his directorate to keep within the 1,000 foot goal or limitation established by the Executive Director Comptroller's memorandum dated 1 July 1971. The main points of agreement that resulted from the pre-conference meetings and the further deliberations at [REDACTED] are as follows:

a. The component RMO must prepare a current and updated plan to solve his components records problem, present his plan to top management and gain its support. Included in this record plan would certainly be a Records Schedule that would be tailored to fit each branch in his component.

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b. Top management (Executive Director-Comptroller) should endeavor to issue policy guidance in the

form of instructions, notices and/or directives establishing goals to be accomplished and at the same time enlisting the support of the component chief in implementing the directives to accomplish the established goals.

- c. The practice of retiring records to the Records Center for short periods of time (5 years or less) should be discontinued. At the present time the Records Center has approximately 6,500 feet of records for short term storage. This may be a part of the iceberg as there may be much more than this in transit which contributes to the increase costs of handling material as well as storage at the Records Center.
- d. All records scheduled for retirement should be carefully reviewed prior to retirement and spot checked by the RMO to be certain that only those records are being retired that are authorized by the current Records Schedule. This review should not be limited to records slated for retirement but should also include all records so that those records that have no long term value can be destroyed.
- e. Carefully review all classified material repositories, and where security permits, switch to conserv-a-files on open-shelf filing. This change to heavy density filing material will allow the floor space now utilized for safes to be used for other purposes and at the same time reduce the overall cost of keeping the classified material.
- f. All supplemental holdings at the Records Center should be carefully reviewed and those documents that have been there longer than five years, and have had little activity, all copies except one record copy and one copy that could be used for reproduction if it becomes necessary should be distributed or destroyed.

In summary the most effective tool the RMO can have is an updated Records Control Schedule and once that schedule has been approved enlist the assistance of the Branch Chiefs and Records Officers to rigorously implement their schedules.

3. In addressing ourselves to question b, "How to develop Records Retention Plan and identify 'Offices of Record' in Directorate", there was general agreement on the proposed

but there was unanimous consensus that it need not be a formal separate Records Retention Plan. Panel "A" agreed that if the Component Records Control Schedule was properly prepared and those records that should be retained were identified the preparation of a separate Records Retention Plan for permanent records would be redundant. With this premise in mind we carefully considered the many other questions directed at b and for the most part generally agreed with the comments and conclusions of the other panels therefore I will only present those points where we have something different to offer.

- a. There was agreement that we should have our own Archivist but that his role should be expanded to include the responsibility for the entire Intelligence Community.
- b. The General Records Schedule published by the General Services Administration offers an excellent guide for a large percentage of the Agency's paper and should be used as a basis to prepare the Records Schedules for the various units. We felt that some thought should be given to the preparation of a Records Schedule that would serve the Intelligence Community.
- c. There seemed to be some confusion or slight misunderstanding as to what constituted an "Appraisal Note", some felt that some clarification was in order and perhaps a definition should be agreed upon. Assuming that Appraisal Notes are used they should be a part of the Records Control Schedule. These notes can be used to direct any phase of the Records Control Schedule from the creation of the records to the control and finally when and how the records designated permanent are forwarded to the Agency Archives.

4. This was my third conference and I must say was by far the most beneficial of the three. By limiting the time for formal speakers and having each person in attendance serve as an active member of a panel a most beneficial dialogue developed. In the long run these ideas will provide the background for some meaningful contributions to the solutions for the Agency's records problems.


Chairman Panel "A"

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13 December 1971

MEMORANDUM FOR: CIA Records Management Officer

SUBJECT : Report of Panel "B" - Records Management Conference

1. Very early in the panel discussions, the theme of records management becoming more a part of the creative records process became evident. Records management can be viewed as an integral part of good management practices, and in some instances, has to be treated as a separate discipline only when there are failures or management breakdown. Records Management too often seems to be dealing with after-the-fact situations rather than today's operations and procedures or things which cause "records" to be generated. The panel felt, therefore, records management should be more involved in:

- a. Design and redesign of operating systems and procedures,
- b. Improved communications, and
- c. Development of ways for ensuring better compliance with stated rules and policies (improved discipline).

2. Carrying the theme further, the panel decided on the following recommendations:

- a. The record copy of any form, memorandum, report, or any other information media, should be identified visibly (it should be tagged). The same idea can be carried further in that non-record copies can sometimes profitably be tagged " C O P Y ".
- b. If we continue this theme, we can also mark, imprint or annotate documents (in some instances) with an expiration date after which the document should be destroyed. If the document is a printed form, a framed disposition instruction with blank for a date can be preprinted right onto the form. Non-forms could be stamped where it would be profitable to do so. If records represent collected documents in a file folder, then the folder could be marked with positive disposition instructions, etc. This tagging concept could be extended in many useful ways. What we are really saying is make record retention and disposition schedules a visible part of everyday work activities.
- c. After a briefing on advanced systems techniques (including recent automated methods) by the undersigned, the panel felt that systems analysis training should become more of a part of the records officers' skills inventory. Such courses and experience opportunities are available locally.

- d. In regard to the OFFICE OF RECORD question, the panel made the following recommendations:
- 1 - No Records Center deposit should be permitted for an item for which the Office of Record has not been identified,
 - 2 - The Office of Record copy should be marked on multiple copy outputs,
 - 3 - The Office of Record should be included as an item of information on record disposition schedules and record retention plans, and
 - 4 - An OFFICE OF RECORD DIRECTORY should be created for reference use by records officers and other concerned personnel in the Agency.
- e. Panel "B" felt that there should be a shift in the communications approach now used for records management in the sense that records officer meetings should be held at intervals (e.g., every 2-months) in rooms such as GA-13 Headquarters (seats about 100) in the same manner as such meetings are held for personnel officers, security officers, etc.

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